

A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA School of Business and Economics.

# “Joãozinho”, Hospital de S.João do Porto

A Proposal for a Brand Identity for the new  
Pediatric Hospital

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## **Abstract**

The purpose of this research is to recommend a brand identity for *Joãozinho* brand. This one is linked with the new pediatric hospital of *Hospital de São João do Porto* and with the fundraising project named “*Um Lugar para o Joãozinho*”. For this, a 360° market research, with the most important stakeholders, was conducted. The aim was to comprehend how children perceived the brand’s mascot (*Joãozinho*), what characteristics of a pediatric service parents look for, what makes companies help this project (either through sponsorship agreements or other means of financial aid) and what do brand builders want for the brand.

**Keywords:** Joãozinho, Brand Identity, Children Consumer Behaviour.

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## **Introduction**

This thesis will focus on *Joãozinho* brand and on the project “*Um Lugar para o Joãozinho*”. This is a project by *Hospital de São João do Porto* that has the goal of building the future and best Portuguese pediatric hospital. The project costs are estimated at €15million financed by private capital, which is why the main focus has been to gather several important sponsors. A fundamental part of the brand and this project is their mascot – *Joãozinho*. It was created at an early stage to establish an emotional bond with the project and in that way help with fundraising. For the short-term, three main goals have been set: 1) build the brand, 2) create awareness and 3) develop ways to raise the necessary capital to this project. This thesis will focus on the first goal which is building the brand and, more precisely, recommending a brand identity for *Joãozinho* brand.

To attain the recommended brand identity, a 360° market research was conducted. In order to obtain an accurate and precise brand image, this task was done with the cooperation of the most important stakeholders – the marketing and communications director of *Hospital de S. João*, a sponsor’s representative and also the direct beneficiaries of the project, which are the children that have already had contact with the Hospital’s Pediatric service and those who may need to establish it in the future. Their parents are obviously an important stakeholder too, since generally the decision on the children’s hospital is theirs.

Additionally, it is also important to mention that since the brand will be highly related to the pediatric hospital, its target will be children and teenagers (from 0 to 18 years old). However, it is quite challenging to develop communication programs that will meet all the needs of such a huge target. Therefore, I believe that the brand should

focus on communicating and building the brand for children between 3 and 10 years old.

Finally, after conducting the market research, an accurate brand image will be achieved and ideal characteristics of each facet of **Brand Identity** will be proposed.

## **Literature Review**

The American Marketing Association (AMA) defines a brand as “*a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name*”<sup>1</sup>. Keller, Apéria and Georgson (2008:9) believe that “*brands represent enormously valuable pieces of legal property, capable of influencing consumer behavior, being bought and sold and providing the security sustained future revenues*”. Therefore, the way we manage a brand, its strategy and core values must be well-thought and communicated in order to assure brand success and subsequent sustainability. For this purpose, it is crucial to properly define a brand's identity, select brand positioning and try to influence brand image. Thus, we need to define those three concepts.

### **I. Brand Identity**

Brand Identity is what will help a brand differentiate itself from its competitors and position itself in the market. Kapferer (2008:187) claims that “*identity reflects the different facets of brand long-term singularity and attractiveness. It must help all the*

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<sup>1</sup> [http://www.marketingpower.com/\\_layouts/Dictionary.aspx?dLetter=B](http://www.marketingpower.com/_layouts/Dictionary.aspx?dLetter=B)

*people working on the brand to understand how the brand is special, in all its dimensions”*. Before trying to influence brand image, Brand Identity should be well defined, so that brand builders can decide on which facets of this identity should be communicated to consumers and people working for the brand. In a nutshell, Brand Identity will institute what is different about the brand and hence what no other competitor can give to its customers.

This thesis will recommend a Brand Identity using the six facets of Kapferer’s Identity Prism: Physique, Personality, Relationship, Culture, Reflection and Self-Image. The **Physique** facet of a Brand Identity relates to the noticeable features of the Brand that immediately come to our mind. Brand’s **Personality** refers to the adjectives and words that could be used to describe the brand as if it was a person. As for the **Relationship** facet, Kapferer (2008:185) states that “*brands are often at the crux of transactions and exchanges between people*” which means that the Relationship facet of a Brand Identity denotes what the brand offers to its consumers. Brand’s **Culture** states what are the values that the Brand stands for and serve as inspiration. **Customer Reflection** stands for the brand’s perceived client type, the description that people usually give to define the brand’s consumers. **Self-Image** relates to how brand consumers see themselves.

## **II. Brand Positioning**

Kapferer (2008:178) states that “*the aim of positioning is to identify, and take possession of, a strong purchasing rationale that gives a brand a real or perceived advantage*”. For this purpose, brand builders select critical facets of its Brand Identity to communicate to consumers in order to create a perceived advantage among competitors. The objective of Brand Positioning is to lead consumers to choose the brand in question.

### ***III. Brand Image***

While Brand Identity is on the sender's side, Brand Image is on the receiver's side and, consequently, cannot be directly manipulated – one must use the brand's communication strategy. When a brand's communication strategy achieves its goal, no gaps should exist between Brand's Identity and Brand's Image.

Keller (2008:761) defines Brand Image as being the “*consumers' perceptions about a brand, resultant from brand associations in consumers' memory*”. As stated earlier, consumers' perceptions can be influenced through brand marketing activities, direct experience with the brand and/or other sources of information.

Summing up, it is clear that these three concepts are all linked and play a crucial role in the brand's success: brand builders should start by clearly defining the brand identity so that they can build a strong brand image using an accurate brand positioning.

Besides these three concepts, there is an additional notion that should be considered, especially since it will be assessed during the *Joãozinho's* market research – **Brand Awareness**. Keller (2008:49) defines Brand awareness as “*brand recognition and brand recall performance. Brand Recognition relates to consumers' ability to confirm exposure to the brand when given the brand as a cue*”. Brand Recall is the ability to remember the brand after giving brand's category of products / service as a cue.

## **Research Proposal & Objectives**

### ***I. Marketing Question***

Assess *Joãozinho* **Brand Awareness** and **Brand Image** in the Portuguese Market, more specifically in the North of Portugal.

### ***II. Research Problem***

To understand current consumer perceptions and needs regarding the market of Children's Hospitals.

### ***III. Research Objectives***

- Understand *Joãozinho*'s Awareness;
- Understand perceptions of the brand and its image;
- Acknowledge the expectations for the service and the needs it has to satisfy;
- Assess why consumers make the decision of choosing a particular Children's Hospital instead of another;
- Determine how children perceive the mascot.



## **Methodology**

In order to obtain a broader idea of *Joãozinho*'s Brand Image and its mascot's perceptions, a 360° market research analysis was conducted with the participation of brand builders, parents, children between 3 and 10 years old and a sponsor's representative. Some groups participated through a qualitative research, others through a quantitative analysis and others through both. Additionally, a small questionnaire was posted on a social network (Facebook) so as to measure Brand Awareness in a group age that might have been neglected in the other tools of research (18 to 25 years old).

### **1. Qualitative Research.**

This research was directed to brand builders (more specifically Dr. Jorge Jorge, the Communications and Marketing Director of Hospital S. João do Porto), to children from public and private schools and to *Joãozinho*'s sponsors.

Direct questions were asked to Dr. Jorge Jorge and to a representative of one of *Joãozinho*'s sponsors.

Interviews with Dr. Jorge Jorge were crucial in order to gain better understanding of what are the brand's main goals, future strategies and possible brand identity – specially the *Culture, Personality* and *Relationship* facets of ***Kapferer's Identity Prism***.

An interview with the sponsor's representative was helpful in order to comprehend what kind of return they are expecting from investing in the project “*Um Lugar Para o Joãozinho*” and why they decided to help the project.

As for children, one group with ages between 5 and 6 years old was randomly selected. The group was asked to “draw a day spent with *Joãozinho*”. The goal was to

understand what kind of activities they see *Joãozinho* doing and what physical features of *Joãozinho* children remember the best.

## **2.Quantitative Research**

The quantitative research was directed to parents and to children with ages between 3 and 10 years old.

Parents were asked to fill a survey about their expectations for a children hospital's service (key success factors), which was meant to indicate the main reasons why they choose a particular Pediatric Hospital instead of another. This survey covered the following facets of ***Kapferer Identity Prism***: *Relationship, Culture, Customer Reflection* and *Self-Image*.

Children were also asked to participate in a survey but, in their case, it was linked to *Joãozinho*'s mascot. The goal was to assess how *Joãozinho*'s mascot is perceived by children – what kind of feelings they experience when they are introduced to it and how they would describe a friend of *Joãozinho*. Furthermore, the survey also enabled to establish a comparison with other mascots. Those mascots were chosen using the results of “*Estudo Forum da Criança*”<sup>2</sup> and adding others that are, at present, undoubtedly relevant. Finally, children were also asked if they would like to be part of *Joãozinho*'s Club – a magazine with games, drawings made by members and other information related to children. The survey was intended to assess the following facets of *Joãozinho*'s brand: *Personality, Relationship, Self-Image* and *Customer Reflection*.

A small questionnaire assessing *Joãozinho* ***Brand Awareness*** and “*Um Lugar Para o Joãozinho*” Awareness was also created and posted on Facebook.

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<sup>2</sup> In Liz, C., G. Dutschke, M. Chaves and E. Gervásio (2007)

## Market Research Results

### ***I. Facebook Questionnaire***

#### *a. Sample Composition.*

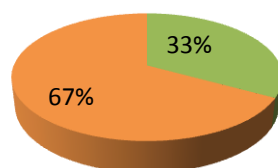
The sample collected consists of 76 questionnaires. I will now characterize the sample using the following parameters: gender, group age and region of residence. As for the gender of the respondent, 24 (32%) are male and 52 (68%) are female. Considering the group age, the sample was divided into 5 main groups: between 12 and 17 years old (2,6%), between 18 to 25 years old (82,9%), between 26 to 35 years old (13,2%), between 36 to 45 years old (0%) and older than 45 years old (1,3%). Finally, as for the region of residence of the respondents: 43,4% live in Great Porto, 40,8% in Great Lisbon, 9,2% in the Centre of Portugal, 1,3% in the South, 4% in Alto Minho and 1,3% in Trás-os-Montes.

#### *b. Brand Awareness – Facebook Questionnaire Results.*

The questionnaire had two questions related to awareness: one asking if the respondents know the brand *Joãozinho* (I will name it *First Question*) and another asking if they know the fundraising project called “*Um Lugar para o Joãozinho*” (I will name it *Second Question*). In both cases, if the response was positive another question followed asking how the respondent had known the brand / project. In percentage, the results are the following:

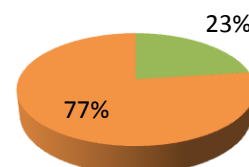
**Do you know the Brand "Joãozinho"?**

■ Yes ■ No



**Do you know the project "Um Lugar Para o Joãozinho?"**

■ Yes ■ No



Most of the respondents said that they know the brand and project either through friends or through television. The option “Other” had three mentions: University, Pass by *Hospital de São João* on a daily basis and Newspaper.

It is important to bear in mind that this questionnaire was posted through my personal account on Facebook and hence it is expected that some of the respondents may know the brand / project due to prior conversations with me.

*c. Conclusions of the Facebook Questionnaire.*

First of all, it is important to mention that the goal of this questionnaire (Assess Brand Awareness on the group age 18 to 25 years old) was clearly achieved – 83% of the respondents belong to that age group. Furthermore, and most importantly, it is clear that *Joãozinho* Brand Awareness is very low (only 33% of the respondents knew the brand) and “*Um Lugar para o Joãozinho*” Awareness is equally low (only 23% of the respondents knew the project).

These results are worrying as one of the brand builders’ short-term goals is to raise money to build the new infrastructure which will serve as *Joãozinho*’s “Home”. With low levels of awareness, the Brand will have lower chances of receiving donations and it will be more difficult to convince investors to help the project.

## **II. Brand Builder Interviews**

During the three interviews conducted with the **Communications and Marketing Director** of *Hospital de São João do Porto* (Dr. Jorge Jorge) I have obtained some important insights on the goals and future strategies for the brand.

First of all, three main short-term goals were defined: gain brand awareness, raise money for the project “*Um Lugar para o Joãozinho*” and build the brand. Since

the new pediatric age ranges from 0 to 18 years old, this will be their target. Moreover, brand builders would like *Joãozinho* to be seen as a “**friend for life**”. For instance, when children are being treated at *Hospital de São João*, brand builders would like them to think “I don’t need to worry, *Joãozinho* will give me strength and all the support I need”. With this purpose, one of the main objectives of the project (which is highly connected to the brand) is to provide high-end health care service and facilities to children.

As for future strategies, brand builders chose to focus on: 1) creating new partnerships and sponsorships, 2) gaining notoriety, credibility and 3) achieving brand loyalty. In order to achieve the first focus, brand builders rely on the high number of people that passes by the Hospital on a daily basis (20,000 people per day among which are 5,000 employees and 2,200 students or teachers from the university). For the second focus, brand builders have created a Committee of Honour whose members include several Portuguese public figures from different areas of activity<sup>3</sup>. As for their third focus, brand builders expect to achieve it through the establishment of a connection between children and the mascot.

### **III. Sponsor’s Representative Interview – FNAC Portugal**

This interview was crucial to comprehend why this particular sponsor decided to invest in the project.

First of all, ***Fnac Portugal*** wanted to give something back to the community and, therefore, this project was the perfect opportunity to do it. For this purpose, the company donated a full library with books for children of all ages, furniture for the library, videogames, always bearing in mind that this space should be welcoming for children with ages from 0 to 18 years old.

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<sup>3</sup> Some of the members are: Dra. Maria Cavaco Silva, D. Isabel de Bragança, Dra. Maria Barroso and three children named Maria Álvaro, Maria João and Jaime.

Another decisive factor was the fact that children are the main focus of *Joãozinho*'s activities. In 2010, this company won the third prize of the *PPR Innovation and Sustainable Development Awards* for a project that consisted in installing a mini-library and entertainment center in pediatric hospitals. Hence, this was the perfect opportunity to implement this awarded project. Additionally, the high number of people that passes by *Hospital de São João* on a daily basis was yet another decisive factor in the sponsor's decision.

Moreover, the sponsor's representative (Dra. Marianne Willot) said that the organization believes that it is possible to keep helping *Joãozinho*, not only by renewing the library but also with future actions that the brand *Joãozinho* might develop.

#### **IV. Parents Questionnaire**

##### *a. Sample Composition.*

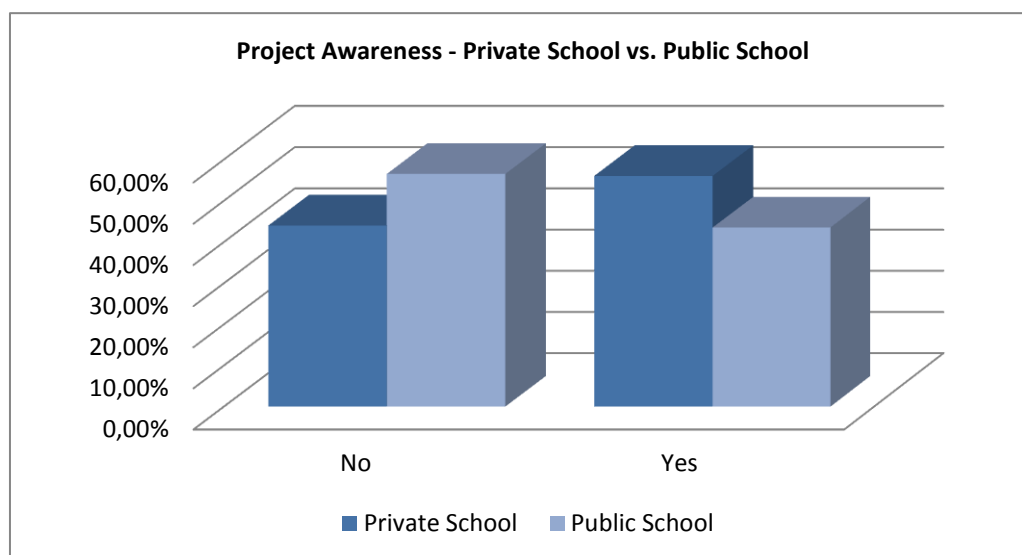
The sample is composed by 25 questionnaires answered by parents from private schools and 108 questionnaires answered by parents from a public school (133 questionnaires in total). Therefore, since the percentage of questionnaires answered by parents from private schools is considerably smaller than the ones answered by parents from public schools, the information could be biased against parents from private schools.

As for their education and occupation the results can be seen on **appendix I**.

##### *b. Project Awareness.*

Regarding “*Um Lugar para o Joãozinho*” project awareness, only 45,86% of the parents knew the project. From those, 34% said that they knew it from Television, 24,27% from the Press and 15,53% from Social Networks.

When comparing the results of Private School with Public School, we notice that, apparently, parents from private schools have a higher project awareness (56% know the project) than the ones of public schools (43,52% know the project).



*c. Children's Hobbies.*

Parents were also asked what kind of activities their children do in their free time from the following six categories: Arts / Music / Dance, Foreign Languages, Religion, Computers, Sports Activities and Culture. From those, Arts /Music / Dance (28,29%), Religion (22,37%) and Sports Activities (40,13%) were the most representative ones.

*d. Key Success Factors in the choice of a Pediatric Hospital.*

To gain understanding of which are the key success factors, parents stated the relevance of 11 characteristics of a pediatric hospital through a 5 levels of importance scale.

The results showed that there are four crucial characteristics if we consider the answers “*Important*” and “*Extremely Important*”: **speed of the service (99,25%), comfort for children (96,99%), staff reputation (84,96%) and quality of the facilities (83,46%)**. Additionally, there were two other characteristics that showed

significance: **geographic proximity (73,68%)** and the **possibility of spending the night (76,69%)**.

*e. Specific reasons for choosing or not Hospital de São João do Porto.*

Parents gave several reasons for having chosen *Hospital de São João do Porto* in the past. The ones that were most mentioned were: **staff reputation, urgency (24hours), breadth of the variety of pediatric services** and having the **best diagnostics**.

Likewise, parents gave some reasons for not having chosen *Hospital de São João do Porto*. The **lack of speed of the service, having health insurance, old facilities** and **having bad past experiences** in *Hospital de São João* were the most mentioned ones.

Moreover, **geographic proximity** also seems to have been an important factor in the decision.

*f. Conclusions of the research with Parents.*

After conducting the market research with parents from both private and public schools from Porto, it is notorious that the project awareness is still very low. Since raising money for the project “*Um Lugar para o Joãozinho*” is one of the brand’s short-term goals, having a low level of awareness diminishes the possibility of raising the necessary funds to build the new building in the minimum period of time. Therefore, actions should be taken in order to enhance project awareness. Some of those actions could involve activities related either to arts / music /dance or sports activities (most relevant hobbies) where parents and children would participate as a team.

Parents already acknowledge that the service has a medical staff with high reputation. For that reason, *Joãozinho* should now try to enhance the speed of its



service, communicate the quality of its facilities (completely new) and its comfort for children – key success factors.

## **V. Children Questionnaire & Drawings**

### *a. Sample Composition.*

The target was children with ages from 3 to 10 years old that live in Porto. 133 questionnaires were collected: 27 answered by children from two private schools and 106 answered by children from a public school (all of them located in Porto).

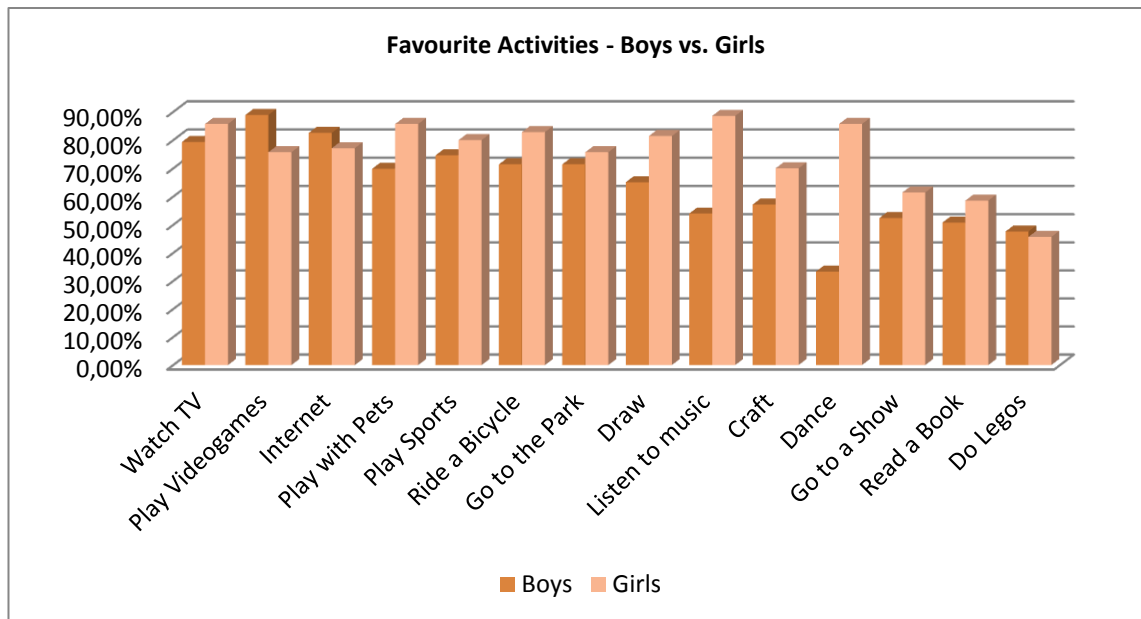
Furthermore, the sample is composed as follows:

Age	4	5	6	7	8	9	10
%	2,26%	12,78%	30,08%	9,02%	12,03%	16,54%	17,29%

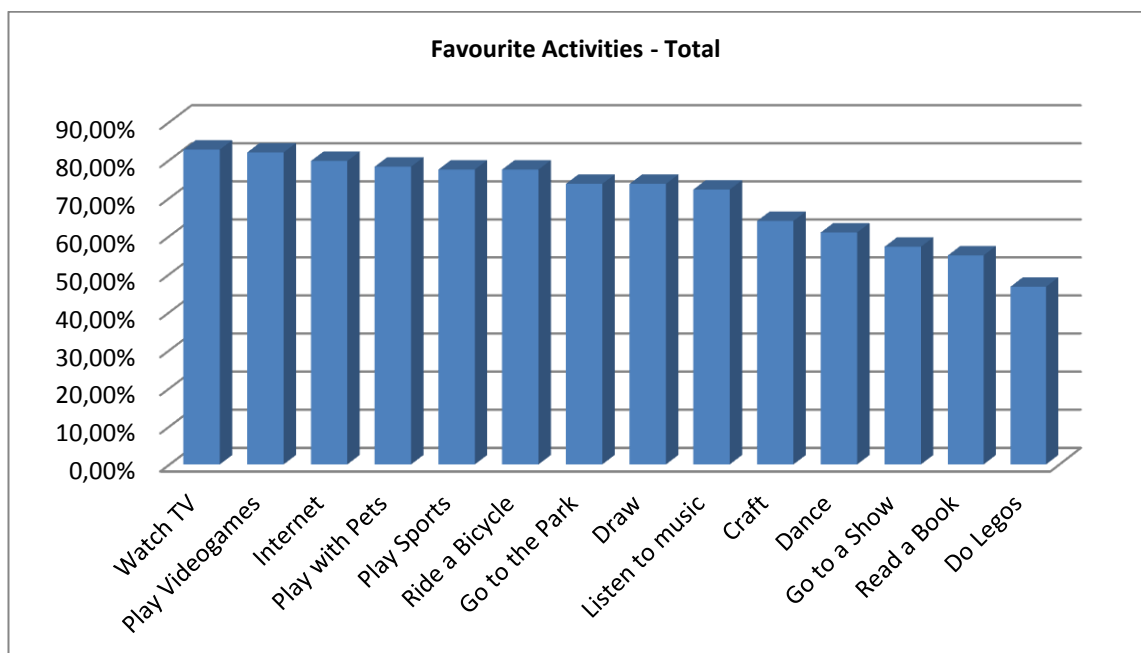
It is also important to state that as for gender the sample was evenly distributed: 47% were boys and 53% were girls. All the questionnaires were answered at the selected schools in the presence of a teacher and myself. In the case where children were still not able to read and/or write, the questionnaires were filled by me.

### *b. Favourite Activities.*

The results showed that girls have a wider range of favourite activities than boys. This will be relevant when developing a new communication strategy for *Joãozinho's* Brand. Brand Builders should bear in mind who is their target in that particular communication program and try to adapt it in order to reach the maximum number of children. The results of this question, presented through an ascending order of importance, are the following:

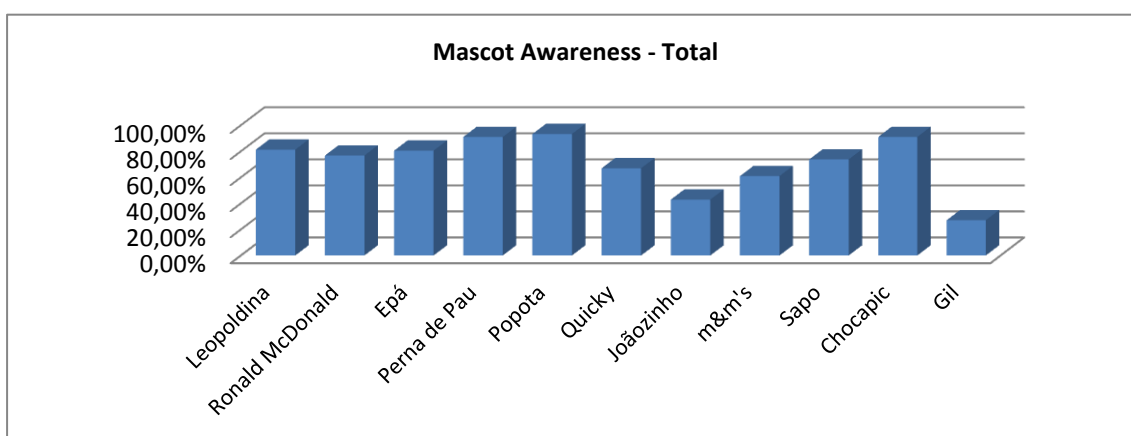


If we do not separate boys and girls, it becomes clear that some of the children's favourite activities are in accordance to the results obtained in the parents' research – arts / music / dance and sports activities.



c. *Mascot Awareness.*

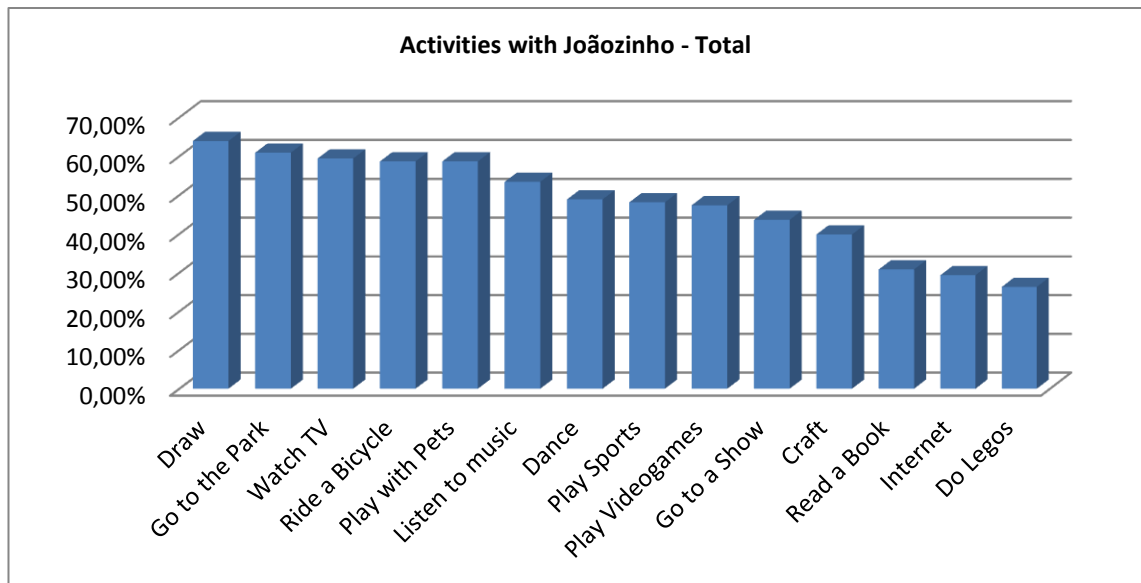
Children were also asked to say, from a list of 11, which mascots they knew. The goal was to gain understanding of *Joãozinho*'s Awareness and try to compare it with "older" mascots. The results showed that *Joãozinho*'s awareness is still very low (only 42,86% of the children knew the mascot), especially when compared with the other mascots. This is not surprising since the brand is still very young and only started its communication programs not long ago.



Another significant finding was that the other mascot that was connected to a foundation (*Gil*) showed even worse results than *Joãozinho*. This might express the need of benchmarking mascots linked with brands which sell products rather than mascots linked with services.

d. *Activities with Joãozinho.*

When asked "What kind of activities would you like to do with *Joãozinho*?" children chose most of the activities and, as it happened earlier, most of them linked with arts, dance, music and sports. Besides proving that those are the activities with which *Joãozinho* should be linked within its communications programs, the results also show that there are high levels of empathy from children towards *Joãozinho*.



If we compare the ranking of children's "**favourite activities (A)**" with the ranking of "**activities with Joãozinho (B)**" we obtain the following table:

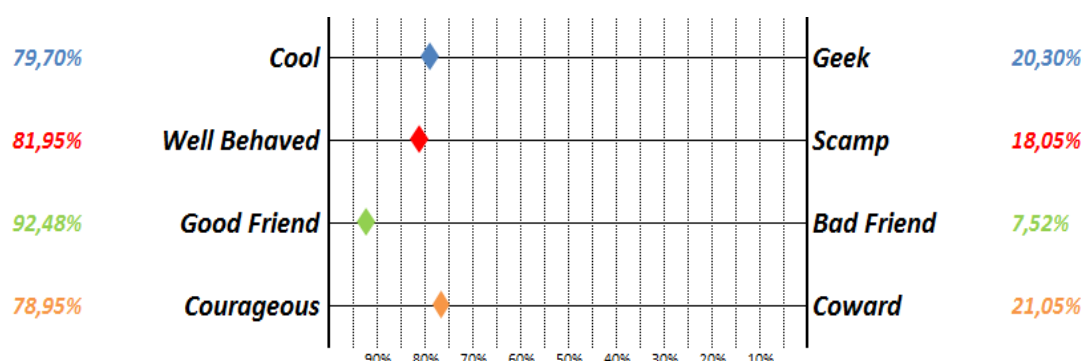
Activity	Ranking		Activity	Ranking	
	A	B		A	B
<i>Watch TV</i>	1	3	<i>Draw</i>	8	1
<i>Play Videogames</i>	2	9	<i>Listen to Music</i>	9	6
<i>Internet</i>	3	13	<i>Craft</i>	10	11
<i>Play with Pets</i>	4	5	<i>Dance</i>	11	7
<i>Play Sports</i>	5	8	<i>Go to a Show</i>	12	10
<i>Ride a Bicycle</i>	6	4	<i>Read a Book</i>	13	12
<i>Go to the Park</i>	7	2	<i>Do Legos</i>	14	14

We can see that children's' "**favourite activities with Joãozinho**" require high levels of interaction between them and the mascot. This proves the theory mentioned above that states the high levels of empathy from children towards the mascot.

*e. Description of a Friend of Joãozinho.*

The main goal was to understand if children perceive *Joãozinho* as being a "**friend for life**". For this purpose, children were given four pairs of adjectives to describe a friend of *Joãozinho*: *geek or cool*, *well behaved or scamp*, *good friend*

or *bad friend*, *courageous* or *coward*. Undoubtedly, children perceive a friend of *Joãozinho* as being a **cool**, **well behaved** and **courageous good friend**. This shows that one of the most important physical features of the brand (its mascot) is in-line and has a suitable image for the desired slogan “**A friend for life**”.



f. *Impressions of Joãozinho.*

At this stage of the children research, children were asked to tell, using a 5 point Likert scale with emoticons, their level of agreement with several statements. Surprisingly, the two statements that performed the worse are linked with two important characteristics of a friend: “*I can trust Joãozinho*” and “*I would tell my secrets to Joãozinho*”. Despite that fact, 70% of the respondents said that they “*would like to be friends with Joãozinho*”. Additionally, I was also able to prove that *Joãozinho*’s clothes seem to please children and there is no need to adjust the looks of the mascot (see appendix II).

g. *Joãozinho’s Club.*

When asked if they would like to be a member of *Joãozinho*’s Club, almost 50% of the children answered that they would definitely like to be a member. This demonstrates that children are willing to join and cooperate with *Joãozinho*. Moreover, it also proves that children, despite not knowing the mascot, have some empathy with it (after having seen an image of *Joãozinho*) and identify themselves with it (see appendix II).

#### *h. Children Drawings.*

A group of 6 children was randomly selected to draw a “day spent with *Joãozinho*”. All of them drew themselves doing activities with high levels of interaction and affection with the mascot and all of the drawings had colours, which shows high levels of emotional bonding towards the brand. Three of these drawings are depicted below. The activities portrayed on the drawings were playing computer with *Joãozinho* in the living room of his house, watching the sunset at the beach with *Joãozinho*, playing the game “throw the duck” with *Joãozinho*, watching the sea with *Joãozinho*, walking on the beach with *Joãozinho* and playing football with *Joãozinho* at the city park.



*Boy, 5 years old*



*Girl, 6 years old*



*Girl, 5 years old*

#### *i. Conclusion of the research with Children.*

After conducting the market research with children, I was able to gain understanding on how children perceive the mascot, what are their thoughts about it, level of empathy towards it and what kind of activities they would like to do with *Joãozinho*.

It is clear that *Joãozinho* is perceived as being a cool, well behaved, courageous and a good friend. Those are crucial characteristics since *Joãozinho*’s main goal is to be the children support system during their treatment and recovery time.

Additionally, children seem to corroborate the theory that they prefer doing activities linked with arts, music, dance and sports. Therefore, it is important that brand builders' future strategies of gaining awareness or raising money pass by developing programs linked with these activities. Furthermore, these activities can easily put parents and children working together. For instance, a “*Joãozinho goes to the park*” day will raise awareness among children and parents (crucial) and will help raising the necessary funds to the project – through the inscription fee.

### **Recommended Brand Identity**

After having conducted the 360° market research, I am now able to recommend a Brand Identity for *Joãozinho*'s brand. As stated earlier, I will use **Kapferer's Identity Prism**. Additionally, the recommended brand identity will take into consideration the fact that both children and parents will have a major impact on the brand's success and, therefore, should be taken into account when developing *Joãozinho* identity.

Nevertheless, the focus of these two stakeholders will be different. Brand Builders should try to reach children through the mascot *Joãozinho* and parents through the quality and characteristics of the service. In fact, those are two of the most important **physical** components of this brand – *Joãozinho* (the mascot) and the service (medical staff and facilities).

**Relationship** will take into consideration the parents' results on the key success factors for a pediatric hospital. Consequently, the brand should concentrate on communicating a high-end and fast health care service provided by an explanatory medical staff with high reputation<sup>4</sup>. Those will be crucial service's characteristics that will differentiate *Joãozinho*'s pediatric services from the others.

As for **customer reflection**, and since brand builders would like the brand to have a close relationship with children (using the mascot) and create merchandising to raise more funds, this facet will take into consideration parents and children. As for parents, I believe that brand builders should create the idea that parents who choose *Joãozinho* look for the best pediatric hospital with the best medical staff, service and facilities. As for children, it is clear that children who use *Joãozinho* should ideally be seen as being fun, energetic, courageous and good friends.

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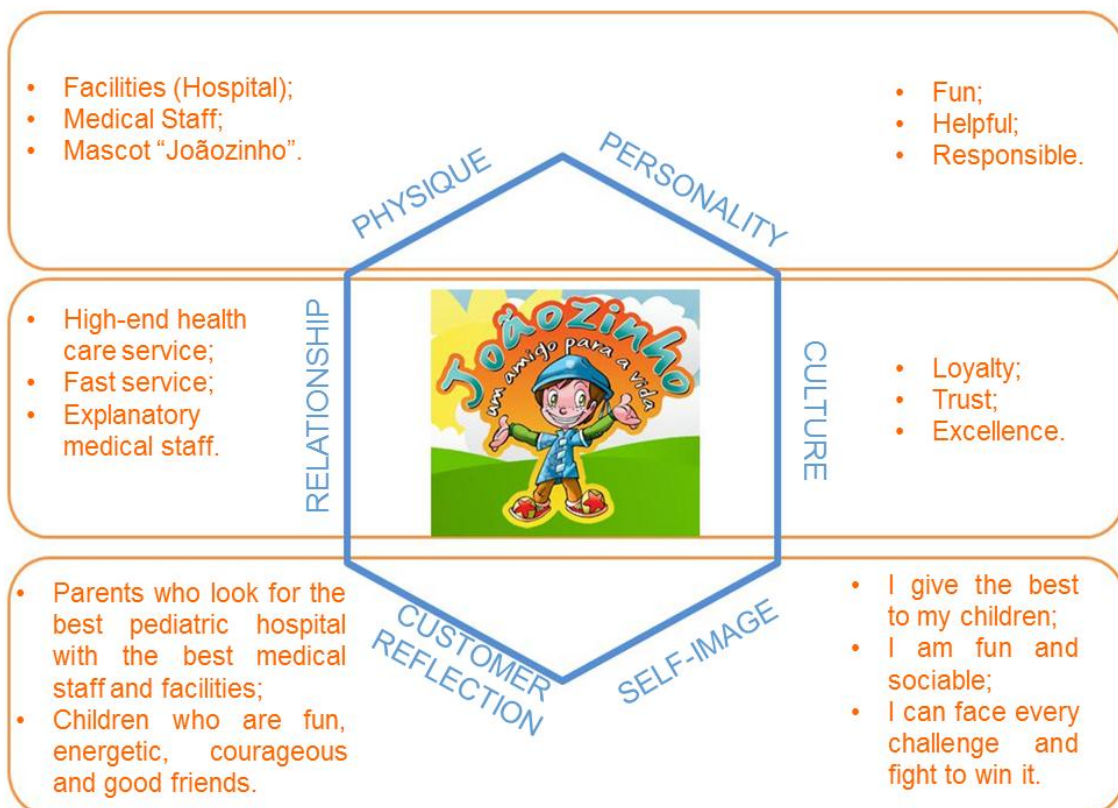
<sup>4</sup> The identity must be aligned with the characteristics of the service.



*Joãozinho*'s brand **personality** should be fun, helpful, reliable and responsible. The brand will be linked with a pediatric hospital and it is important that its personality transmits not only good feelings to children but also seriousness to parents who look for the best pediatric service.

Linked with all the issues mentioned above is the **culture** facet of the recommended identity for *Joãozinho*. Brand builders should incorporate values like loyalty, trust and excellence in the brand. Ultimately, this would make parents choose the brand and hopefully give children the idea that the mascot is reliable and really a “*friend for life*”.

Last but not least, the **self-image** facet will also consider parents and children. Brand builders should look for parents who want to give the best to their children. The goal is to achieve an image of superiority and differentiation towards competitors and make parents have no hesitations in choosing *Hospital de São João do Porto*.



As for brand positioning, brand builders should, in my opinion, focus their communication programs on the **relationship**, **customer reflection** and **self-image**. Those will be the facets that will hedge the brand's perceived advantage.

### **Possible Communication and Marketing Strategies**

As *Joãozinho* brand awareness is still low, the short-term strategies should pass by gaining awareness and letting parents and children know the brand and its mascot. Hence, advertisement campaigns on television, radio, press and social networks should continue – as we have seen on the market research, most of the respondents who knew the brand / project was either through the television, press or social networks. Additionally, *Joãozinho* merchandising should be created in order to raise awareness and empathy towards the brand among children – umbrellas, t-shirts, *Joãozinho* stuffed toys, stationery, among others. Moreover, *Joãozinho* slogan should incorporate the determiner “your” in order to change it from “**A friend for life**” to “**Your friend for life**”. This will emphasize the idea of belonging in children and will help them to feel closer to *Joãozinho*. Besides those strategies, the market research showed that children would have high interest in being a member of *Joãozinho*'s club. Therefore, this club should be created as it would also help spreading the word and raising more *Joãozinho* “fans”. A *Joãozinho* girlfriend might also be created in order to reach those children who do not identify themselves with the current mascot. As for specific activities, brand builders could try to organize several days during weekends to provide bonding experiences between parents and children. Three ideas for those activities are a “*Joãozinho* goes to the park” day, *Joãozinho* concert and a “Parents and Children *Joãozinho* walking day”. These activities are in-line with the results that showed children prefer events linked with arts, music, dance and / or sports.

Implementing some or all of these strategies could be extremely beneficial to the project. *Joãozinho* clearly has market potential but still lacks awareness making these strategies the most important in the short-term.

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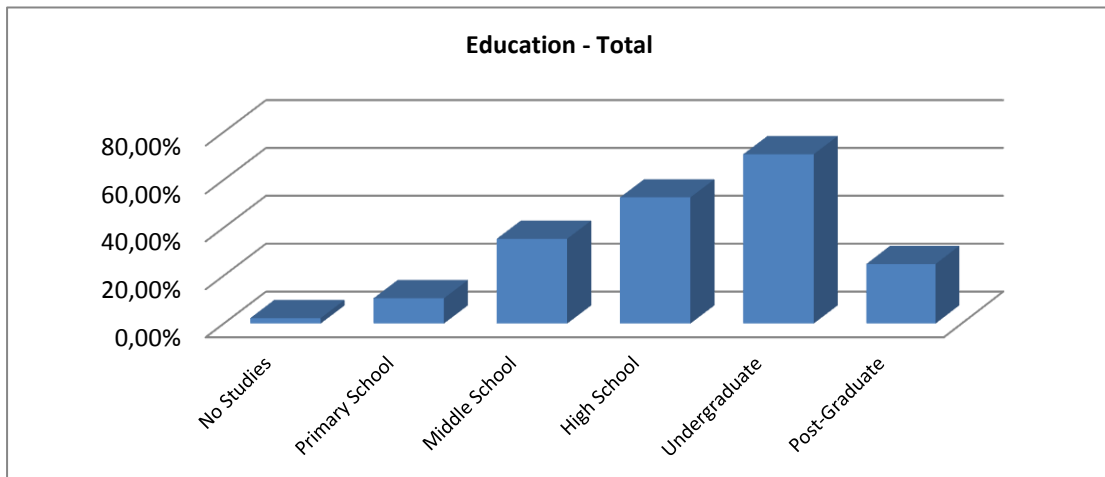
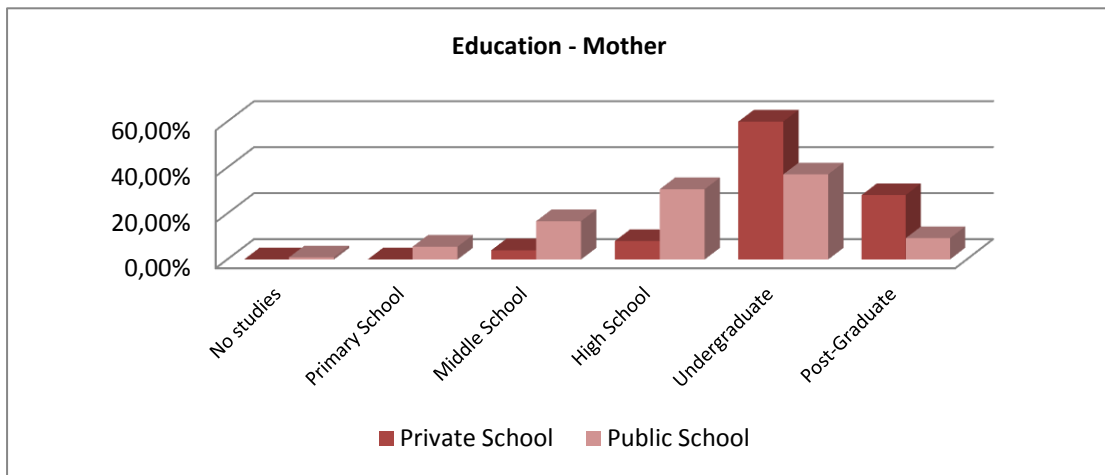
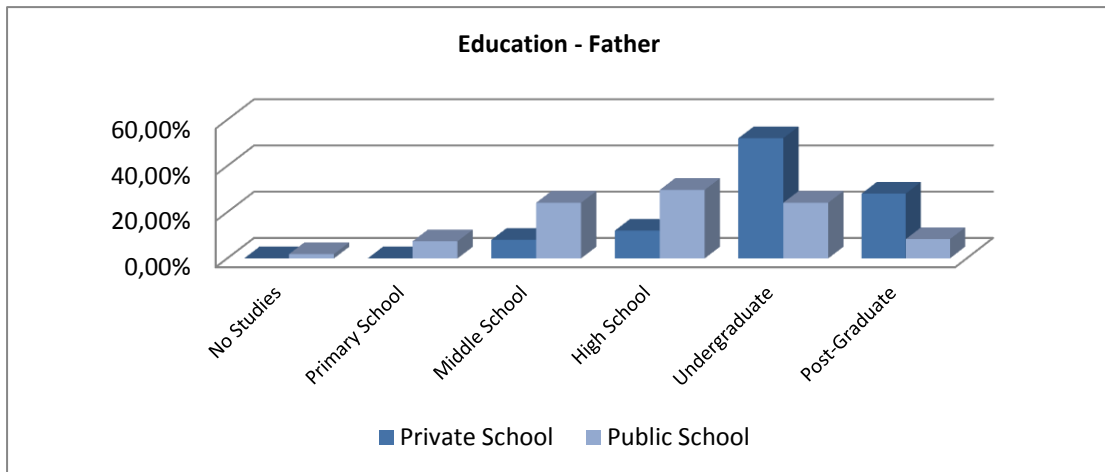
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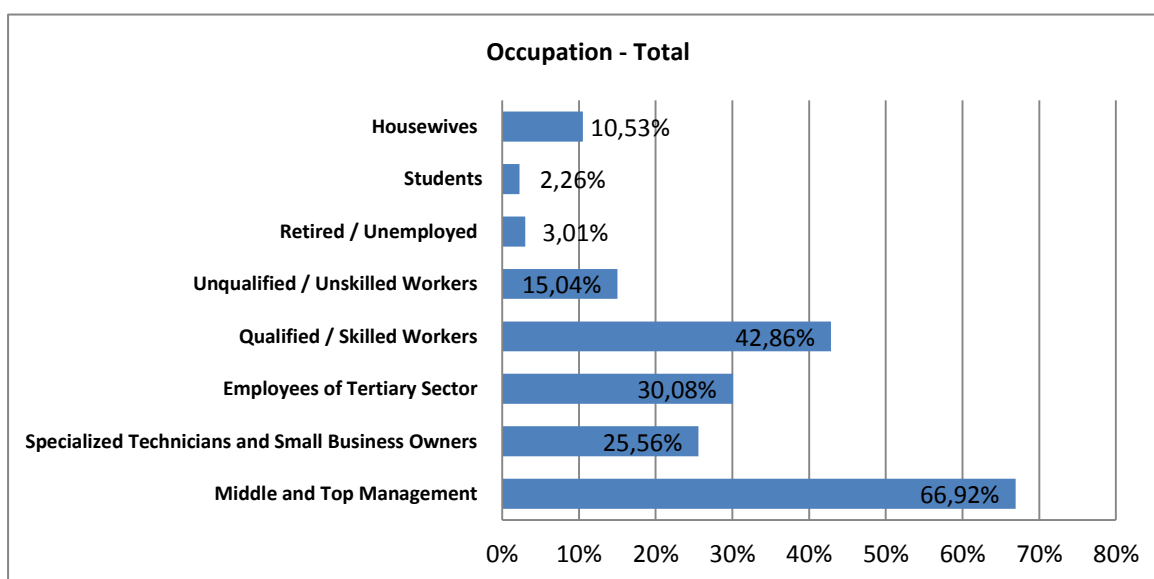
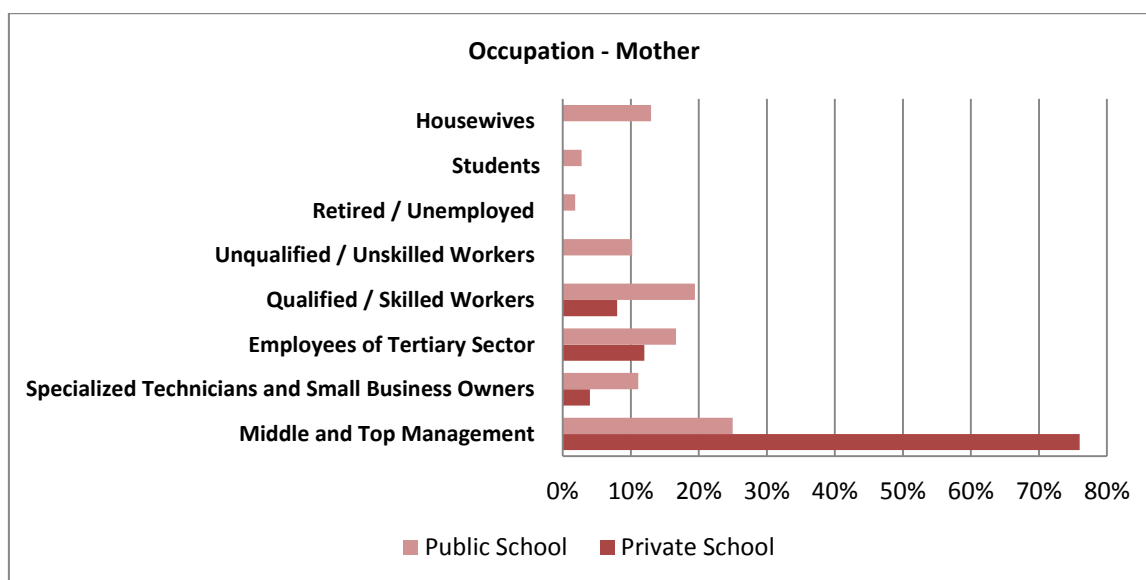
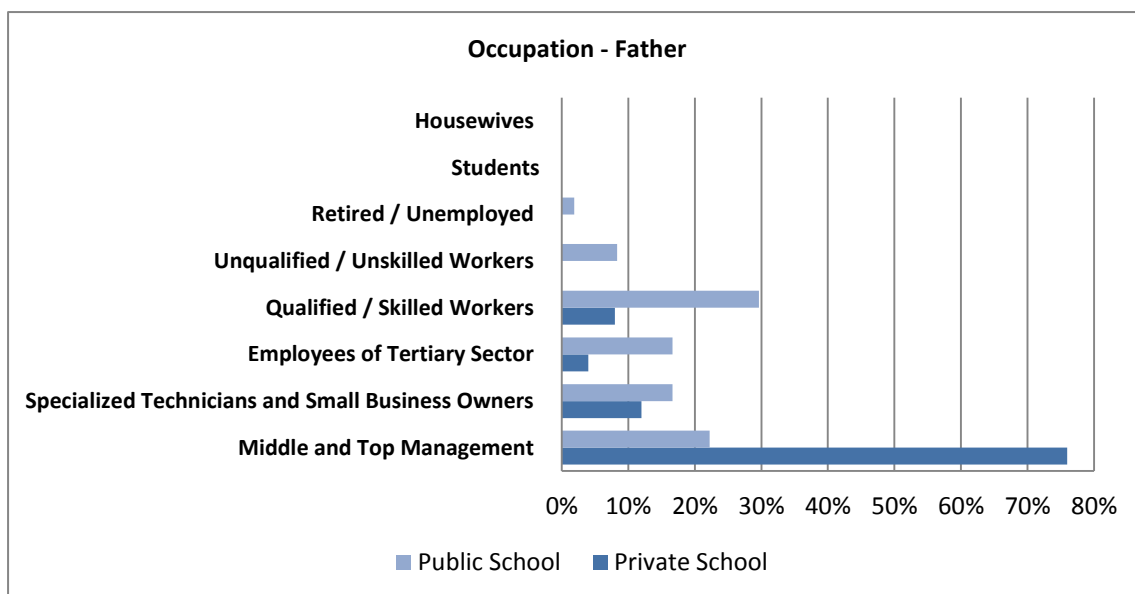
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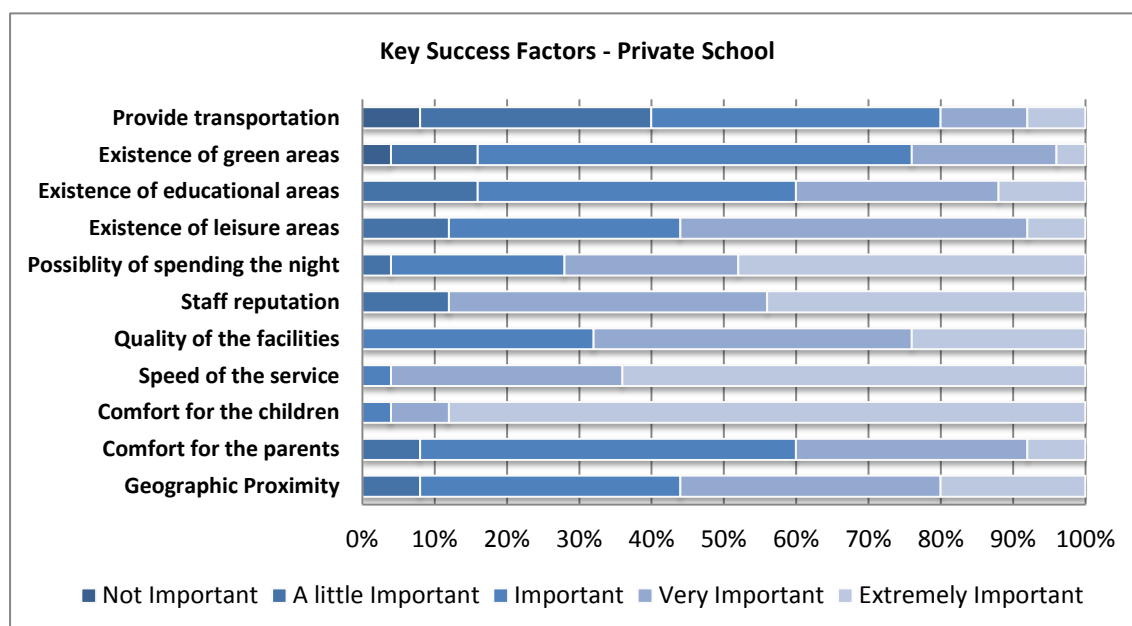
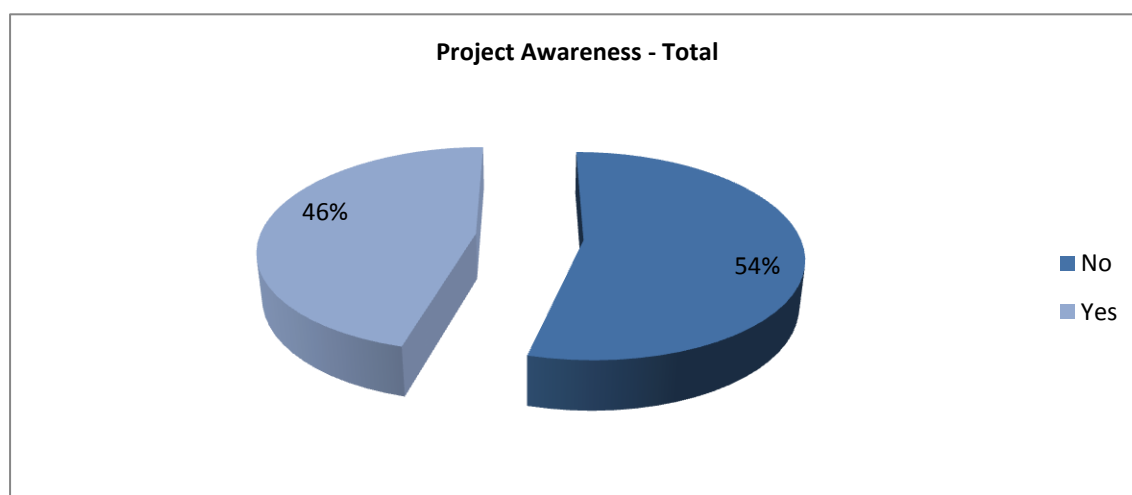
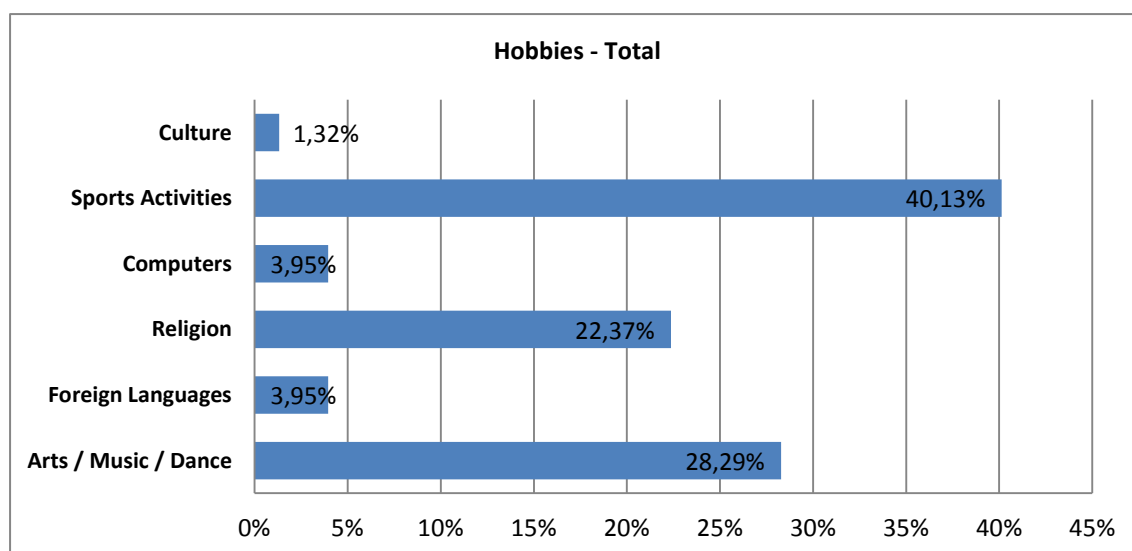
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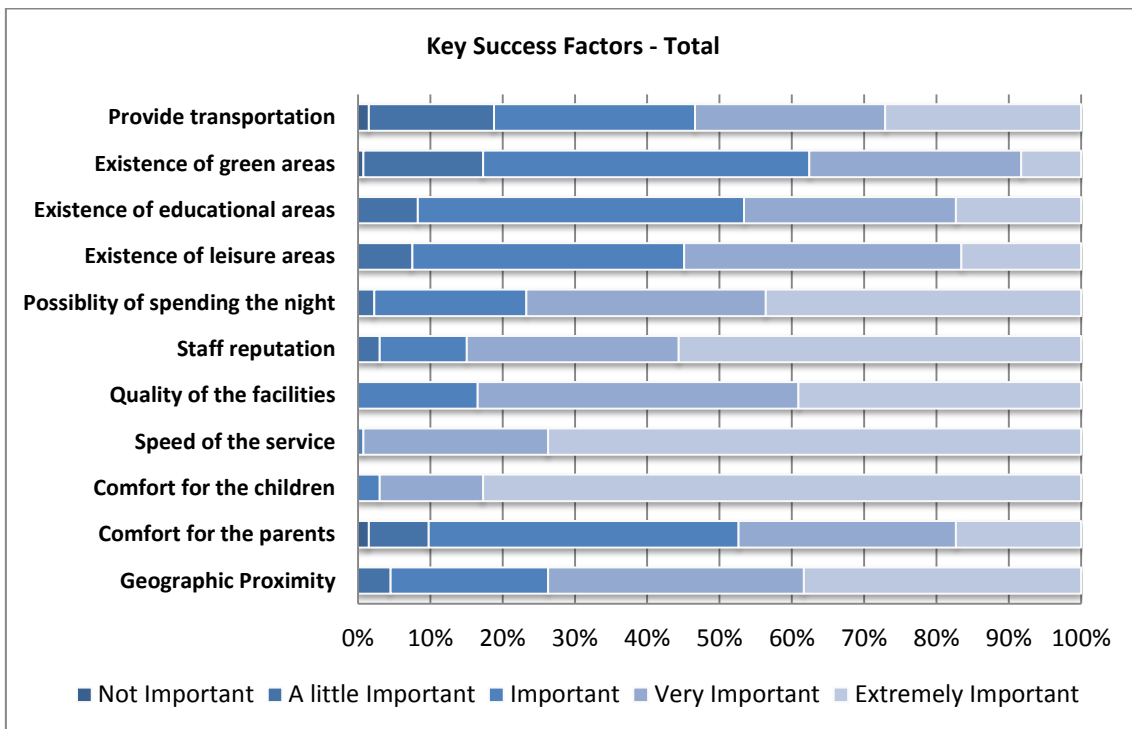
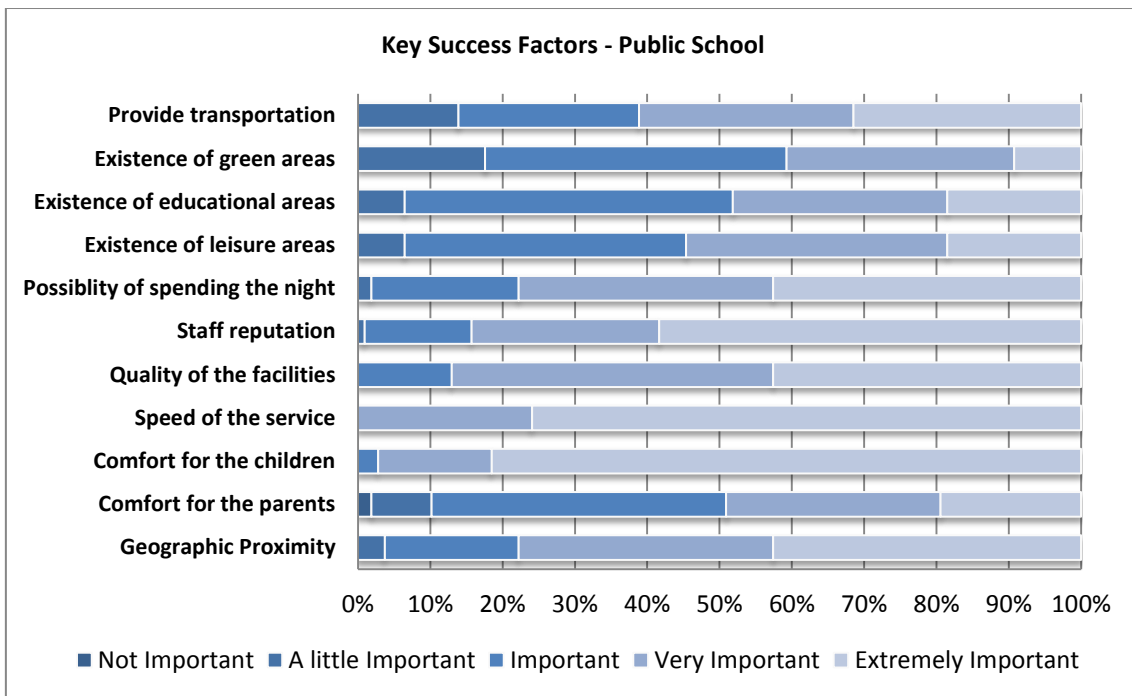
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## **Appendix I – Parents Questionnaire Results**



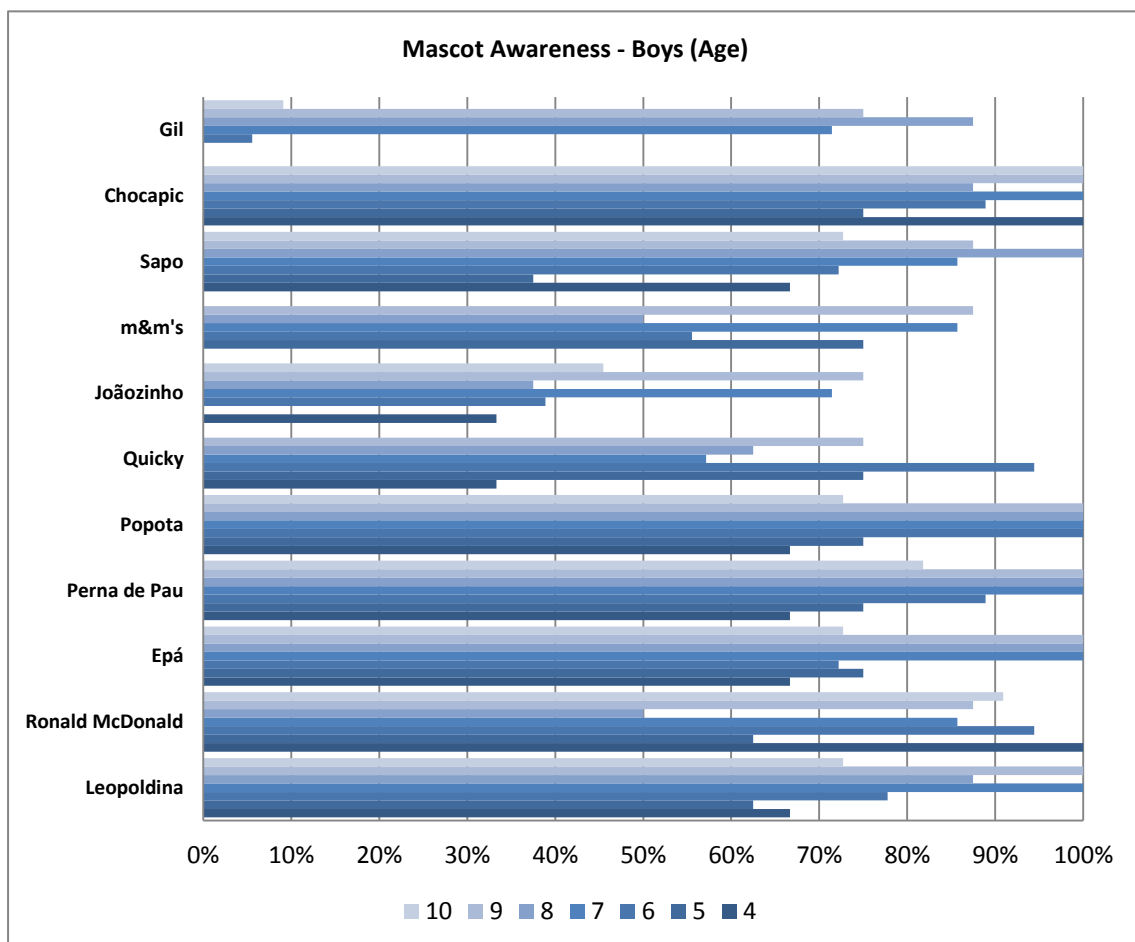
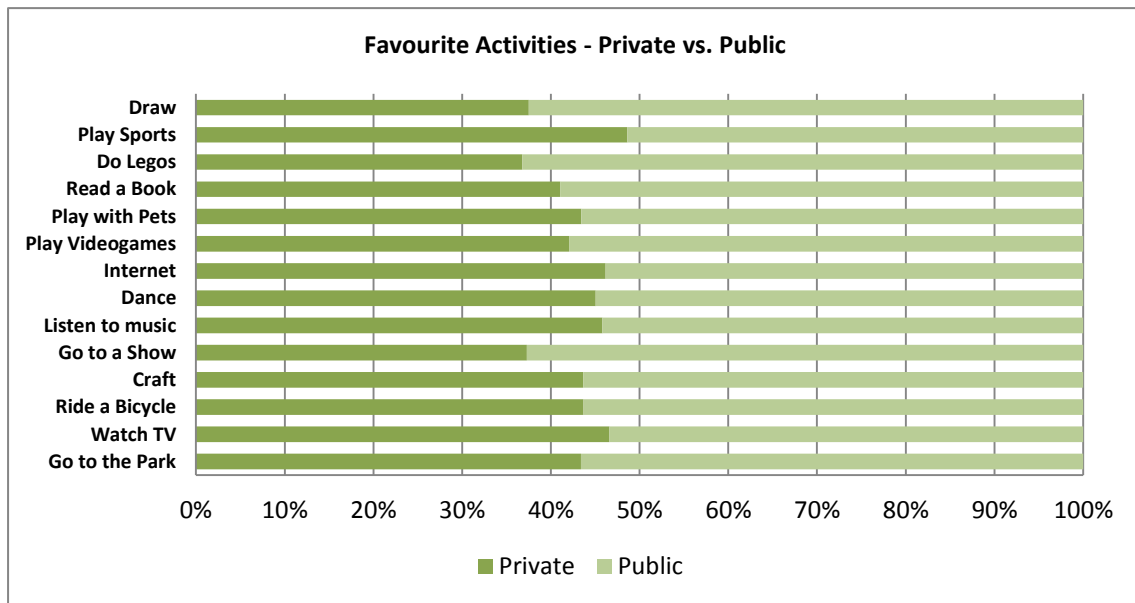


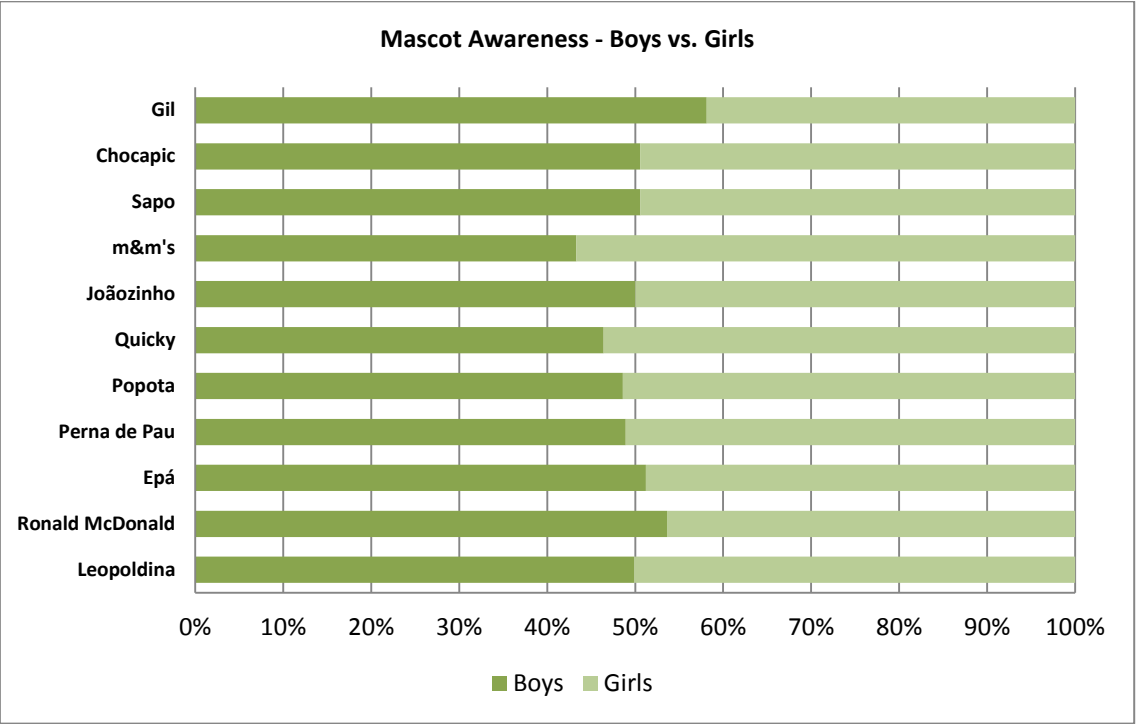
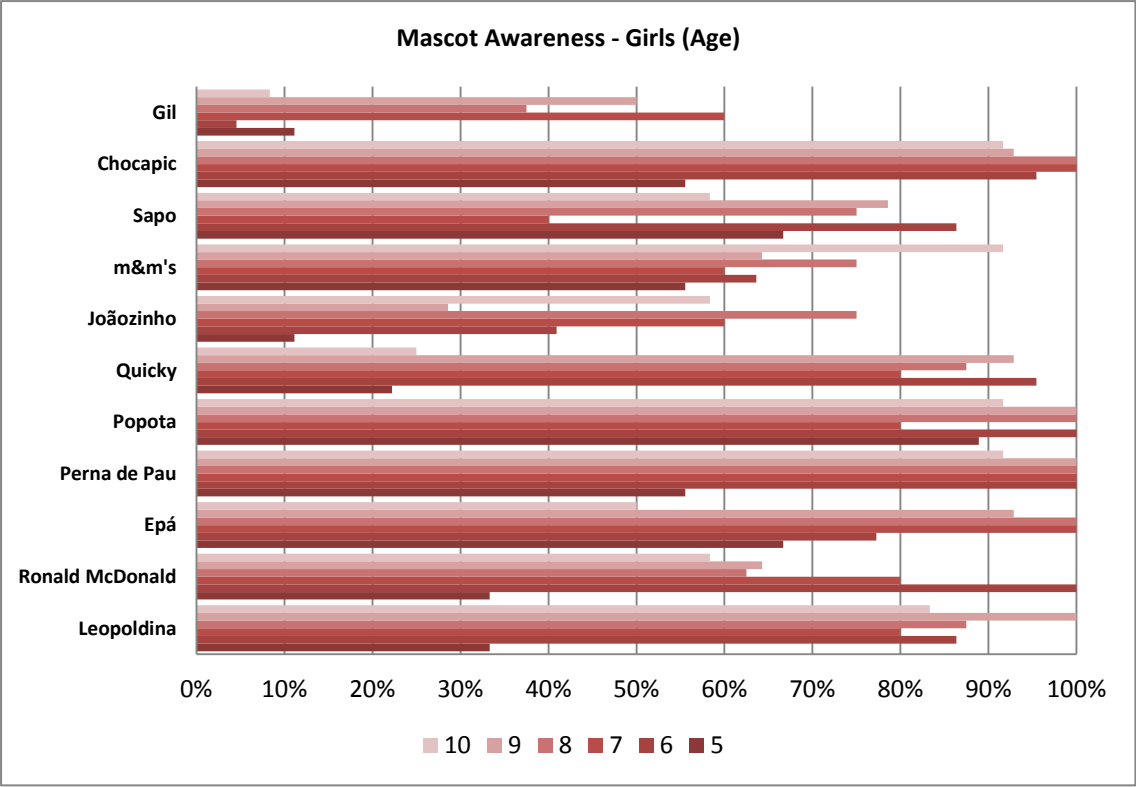


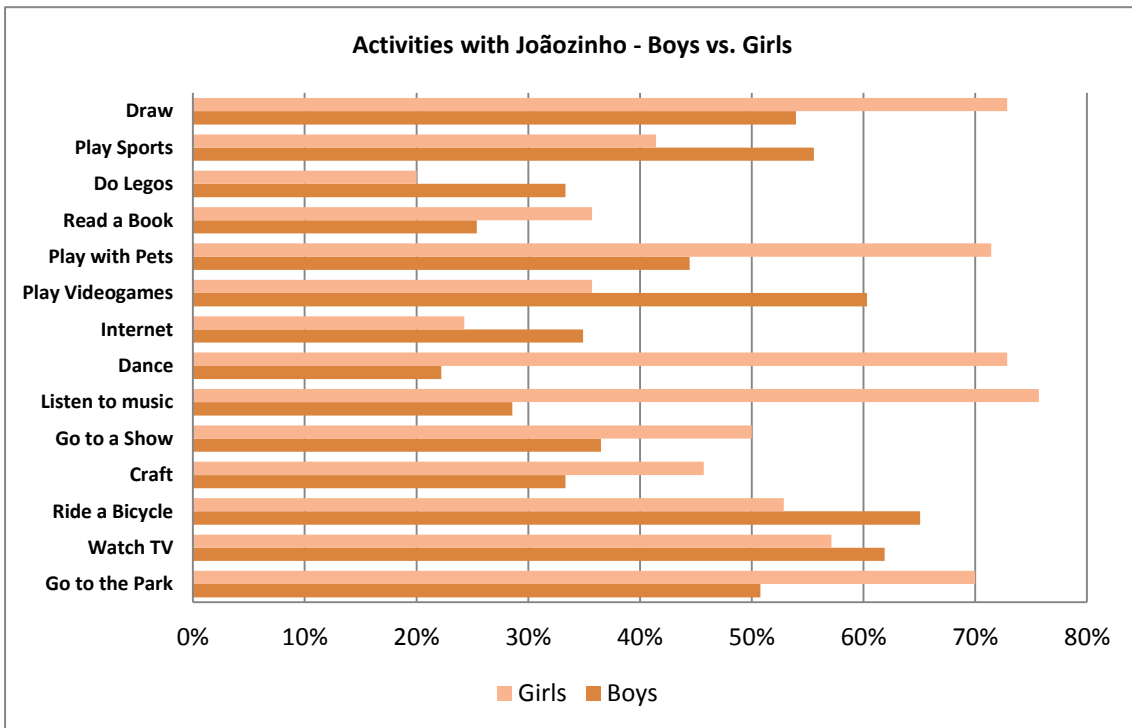
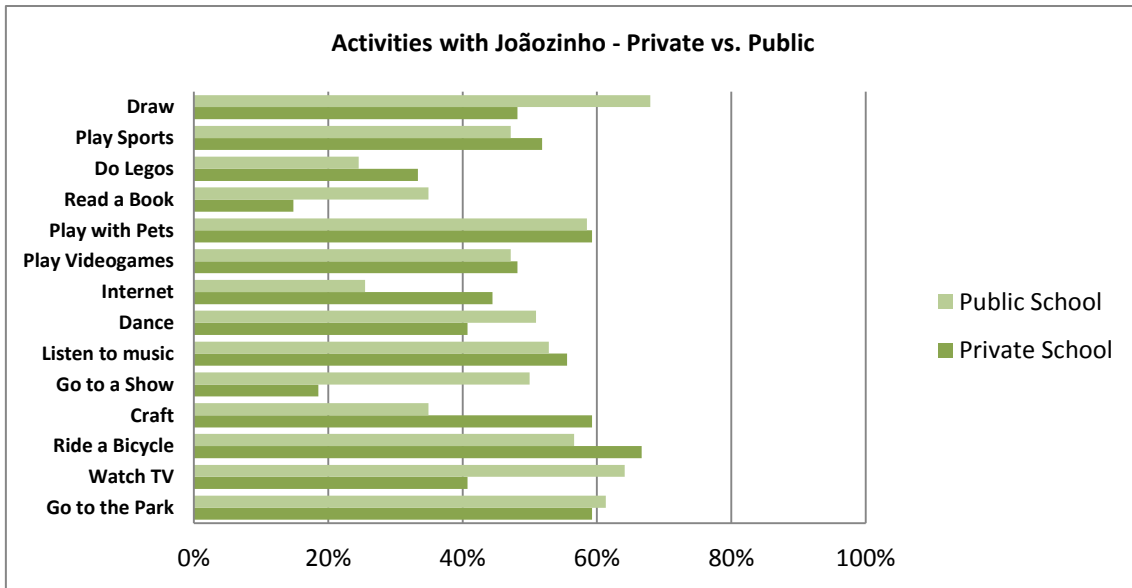


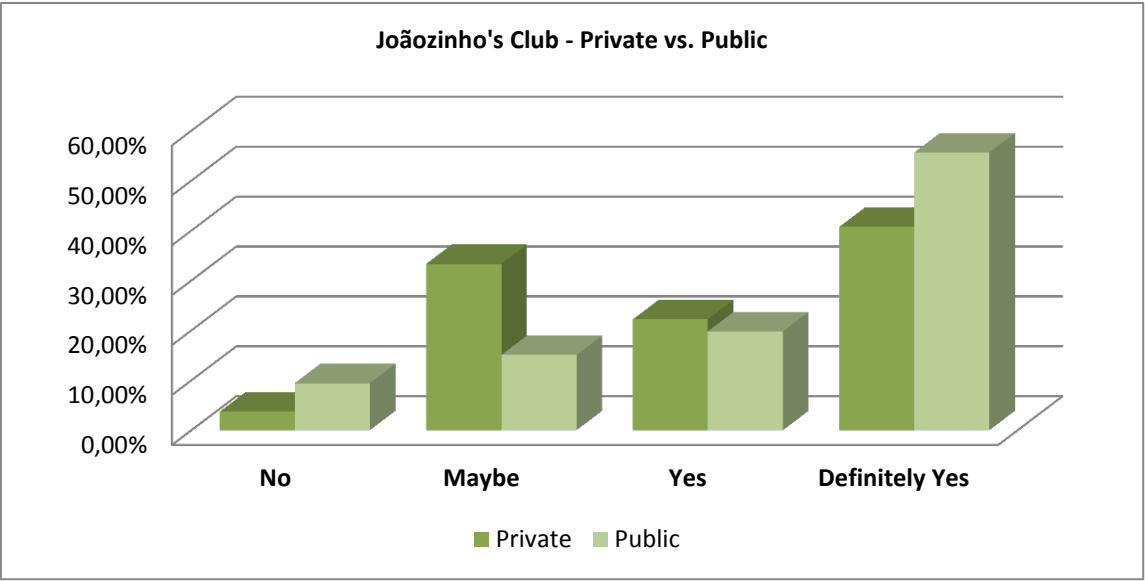
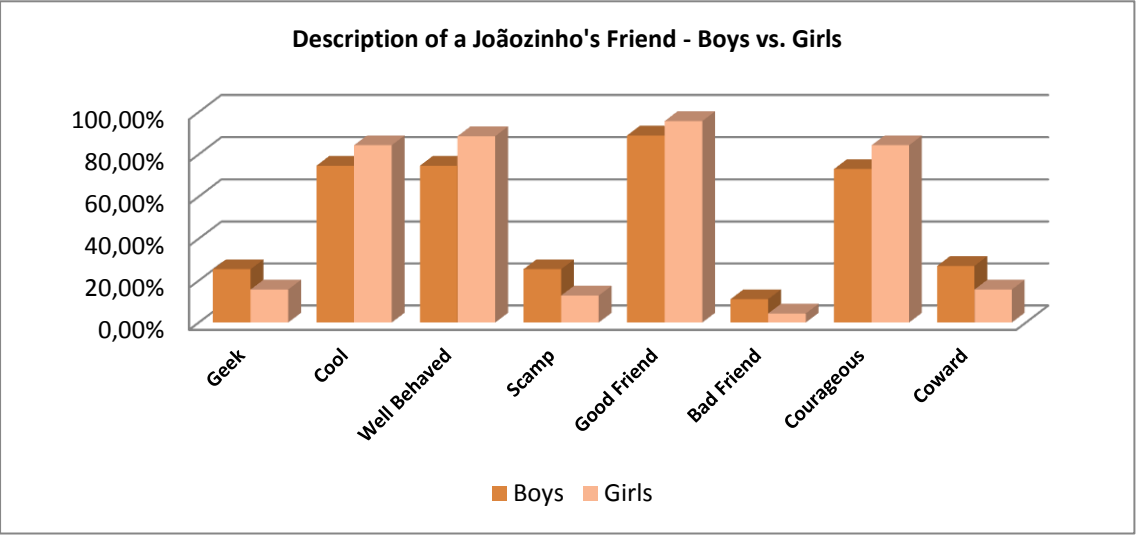
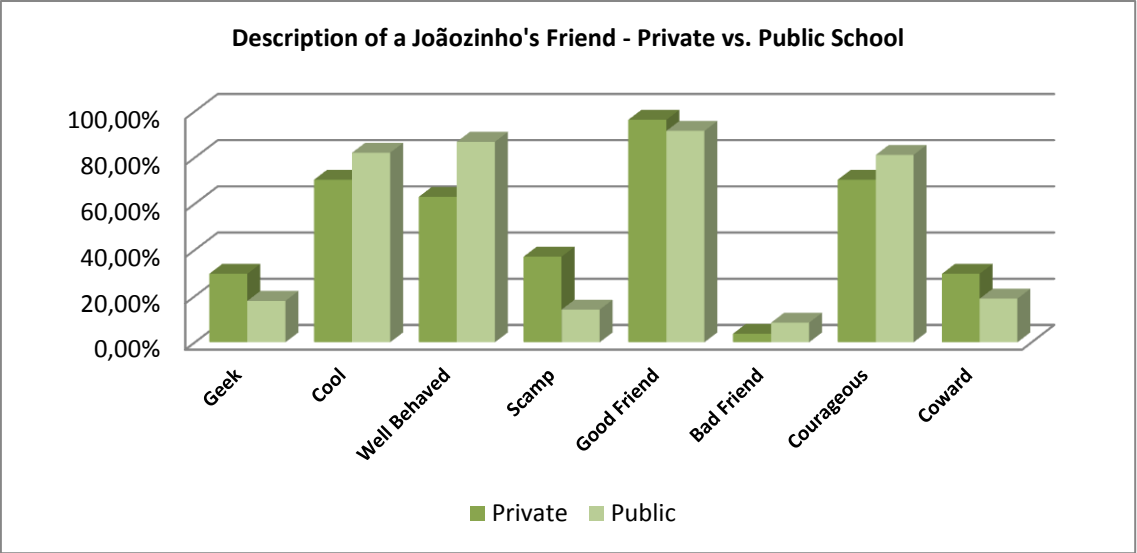


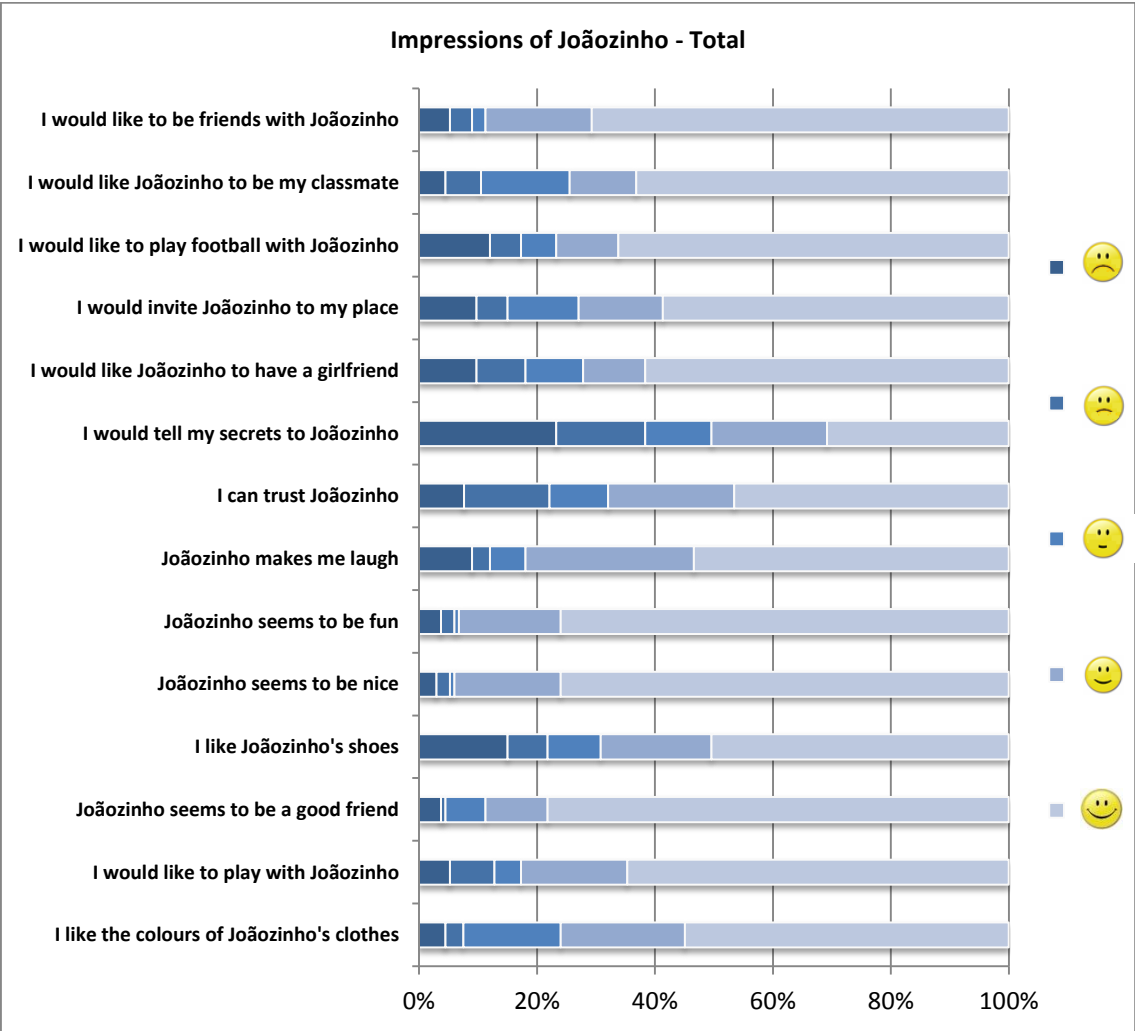
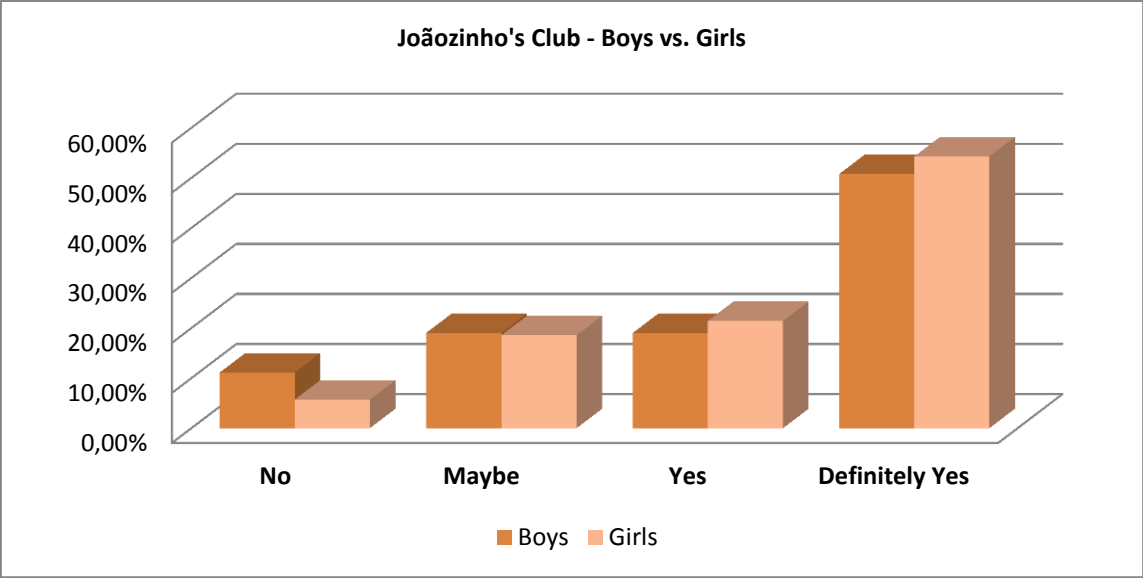
## Appendix II – Children Questionnaire Results











## Appendix III – Parents Questionnaire

### Questionnaire

#### 1. Education and Parents Occupation:

For the purpose of characterizing the whole sample of respondents, could you please mark your completed education level and occupation in these lists?

	Less than 4th grade	Primary School	Middle School	High School	Undergraduate	Post-Graduate
Father						
Mother						

	GO1. Middle and Top Management	GO2. Specialized Technicians and Small Business Owners	GO3. Employees of Tertiary Sector	GO4. Qualified / Skilled Workers	GO5. Unqualified / Unskilled Workers	GO6. Retired / Unemployed	GO7. Students	GO8. Housewives
Father								
Mother								

#### 2. Children's Hobbies:

After school hours do your son / daughter have any hobby? If your answer is positive, please mark which one(s). If your answer is negative, please leave the table blank.

Arts, Music and Dance	Foreign Languages	Religion	Computers	Sports Activities	Culture

#### 3. Do you know the fundraising project called “Um Lugar para o Joãozinho”?

Yes ☐ No ☐

If your answer was yes, please tell how you heard about it:

Friends	Family	Television	Radio	Press	Social Networks

#### 4. Key Success Factors when choosing a children's hospital:

Using a scale from 1 to 5, being 1 “Not important” and 5 “Extremely Important”, please indicate the importance of the following characteristics:

	1. Not Important	2. A little Important	3. Important	4. Very Important	5. Extremely Important
Geographic Proximity					
Comfort for the parents					
Comfort for the children					
Speed of the service					
Quality of the facilities					
Staff reputation					
Possibility of spending the night					
Existence of leisure areas					
Existence of educational areas					
Existence of green areas					
Provide transportation					

5. The last time you had to take your children to a pediatric hospital did you choose Hospital de São João do Porto? Please tell me the reason(s) for having chosen this hospital or not.

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Thank you for your participation!

## **Appendix IV – Children Questionnaire**

### **Characterization**

I am a    Boy ☐    Girl ☐

I am currently on the \_\_<sup>o</sup> year and I was born on the month of \_\_\_\_\_ 200\_\_  
and I am \_\_\_\_\_ years old.

---

### **Questionnaire**

1. What do you like to do on your free time? (Please mark the correct answer(s))

Go to the Park	Watch TV	Ride a Bicycle	Craft	Go to a Show	Listen to Music	Dance
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Internet	Play Videogames	Play with Pets	Read a Book	Do Legos	Play Sports	Draw
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you know this mascots? (Please mark your answer)






Leopoldina	Ronald McDonald	Epá	Perna de Pau	Popota	Quicky	Joãozinho	m&m's	Sapo	Chocapic	Gil
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



3. Please tell me what activities you would like to do with Joãozinho (you can choose more than one activity):

	<b>Joãozinho</b>
<b>Go to the Park</b>	
<b>Watch TV</b>	
<b>Ride a Bicycle</b>	
<b>Craft</b>	
<b>Go to a Show</b>	
<b>Listen to Music</b>	
<b>Dance</b>	
<b>Internet</b>	
<b>Play Videogames</b>	
<b>Play with Pets</b>	
<b>Read a book</b>	
<b>Do Legos</b>	
<b>Play Sports</b>	
<b>Draw</b>	

4. What is your opinion? (Please mark your answer)

					
I like the colours of Joãozinho's clothes					
I would like to play with Joãozinho					
Joãozinho seems to be a good friend					
I like Joãozinho's shoes					
Joãozinho seems to be nice					
Joãozinho seems to be fun					
Joãozinho makes me laugh					
I can trust Joãozinho					
I would tell my secrets to Joãozinho					
I would like Joãozinho to have a girlfriend					
I would invite Joãozinho to my place					
I would like to play football with Joãozinho					
I would like Joãozinho to be my classmate					
I would like to be friends with Joãozinho					

5. A friend of Joãozinho is... (Please choose one option for each pair of adjectives)

1.Geek	2.Cool	1.Well Behaved	2.Scamp	1.Good Friend	2.Bad Friend	1.Courageous	2.Coward

6. Would you like to be a member of Joãozinho's Club? (Please mark your answer)

No	Maybe	Yes	Definitely Yes

Thank you for your participation!